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THE CONFLICTS SURROUNDING FAMILY AND CHILDREN
VERSUS MISSION RESPONSIBILITIES

What are the Impacts on Readiness?

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INTRODUCTION

The demands as they relate to the military mission require that military members always be ready to meet the mission--along with the weapons systems and equipment. Readiness in the case of military members requires that each person be mentally and physically fit; be disciplined; obedient and responsive to authority; to have attained technical expertise, and lastly be available at all times to command for performance of the mission.¹ Therein lies the conflict.

In the early 1960s, stewardesses also had to remain single--try that on today!

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Today women can become lawyers and doctors--but in most cases they will also marry and be mothers. Nancy Friday recognized the ensuing problem by stating that "No recognition is given to the fact that in our society it is structurally very difficult to be a mother and a lawyer too."²

Women lawyers who are mothers try cases--no continuances for child care.

Women surgeons who are mothers operate on schedule--or they may lose a patient--no delay for the nursery.

Women in all professions have and do manage dual responsibilities of work and home. However, according to Martina A. Horner, President of Radcliffe College, women have historically

"converged on the idea that femininity and individual achievements which reflect intellectual competence or leadership potential are desirable but mutually exclusive goals. The aggressive and, by implication, masculine qualities inherent in a capacity for mastering intellectual problems, attacking difficulties, and making final decisions are considered fundamentally antagonistic to or incompatible with femininity."³

The Harvard Business School Review states it simply that women have often been their own detractors by behaving according to what their preconceived ideas as to the appropriateness of their roles.⁴

²Nancy Friday, My Mother, My Self, p. 257

³Martina A. Horner, "Toward an Understanding of Achievement-Related Conflicts in Women," Journal of Social Issues, Vol. 28, No. 2 (1972), p. 158.

⁴C. Pretz and Ja Jayman, "Progress for Women," Harvard Business Review, Vol 51., No. 5 (Sep 1973), p. 135.

Nancy Friday was somewhat more encouraging about the possibility of handling both a career and family but she cautions us by saying that:

"Some women can combine full-time careers with being full-time mothers, but they are the superhumans among us, and you cannot base a rational society on all women being superpeople. It is too much to ask, and when we fail, we are in a rage--but don't know why."⁵

Others recognize that certain limits exist and are less encouraging.

"The other young women recognize that they can combine marriage and a career, but decide they can't be mothers too. Says Professor Jean McFarland: 'I feel it's only fair to warn women that having a career and being a mother is worth the effort, but don't think for a second it is easy. Some of our best women are choosing not to become mothers, not because they don't want to, but because they recognize they can't do both jobs well. It's a tragic choice for women to have to make, and society will be sorry.'"⁶

Women with Military Careers

There is clearly a conflict for women in the civilian society as to their ability to manage a career, marriage and/or a family. Is it different in the military? Yes and no, with the differences being the requirements of the military mission for readiness. Military personnel are products of our society, and at the time that the role of women in the military was rapidly expanding in the early 70s, 43% of women adults were working outside their homes.⁷ But the military mission readiness requirements demand a commitment of its people that goes beyond a nine-to-five job.

⁵Nancy Friday, My Mother, My Self, p. 257

⁶Ibid., p. 257

⁷Major Patricia Murphy, "What's a Nice Girl Like You Doing in a Place Like This?" Air University Review, (Sep-Oct 1978).

Therefore the military mission and military families are now competing for the same resources--the service member's time and commitment. Whereas mission requirements have traditionally demanded that the mission be put above family; some of today's military families, reflecting a changing society, place their own needs above the mission. Clearly the power of the family requirements in this conflict has indeed affected personnel issues in the military.

And along with the conflict of a person's dividing his/her time between the mission and family one comes right back to the question of readiness. And as stated, a key to readiness, personnel must be immediately available, fit, disciplined, and qualified to perform the mission. The question of immediate availability, if at all, is one that has been raised more and more in recent times as it relates to the increased role of women in the military. The changing role of women in society has indeed had a significant basis for the change in family priorities in the military structure.

In addition, the young women entering the military today are doing so in greater numbers, with expanded job opportunities, and at a rapid pace with almost no precedents, are exposed only to "today's military."

RECRUITING TODAY'S YOUTH

The recruiting emphasis is on adventure, learning a skill and competition. In some recent youth oriented magazines⁸, each of the services had a minimum of a full page ad plus tear off mailers. The ads

⁸Exploring: The Magazine of Action, December 1978 and Sports Illustrated, Dec 1978 issues

reed--'pay and benefits', 'discipline', 'It's a great way of life', 'It's not just a job, it's an adventure'. This occupational and adventure oriented approach has been a product of the need to meet manpower requirements in an all volunteer era. Although military members have traditionally associated themselves with the concept of a calling--that which "enjoys high esteem from the larger community because it is associated with notions of self sacrifice and complete dedication to one's role."⁹ the move from a institutional military model to an occupational model has had a major impact on the changing status of family and mission conflicts.¹⁰

Recruiting Women for the AVF

During this same period of time, the country was facing new recruiting challenges to meet the demands of an all volunteer force while recovering from a strong anti-military attitude as a result of the Viet Nameese war. Therefore, many of these policy changes implemented by the military which impacted on women, as stated, came quickly and without precedent, in order to meet the required numbers of volunteers and the predicted shortfall of available men to make those numbers; in addition to responding to external pressures to establish affirmative action programs.

Recruiters often found themselves in a confusing situation. They had to meet numerical quotas and had to match those numbers with people--with particular job requirements. And for the first time, women were

⁹Charles Moskos, "The All Volunteer Military Calling: Profession or Occupation?" Parameters, Vol VI, No. 2 (1977)

¹⁰Hamilton McCubbin, Martha Marsden, Kathleen Durning, and Edna Hunter, "Family Policy in Armed Forces," Air University Review (Sep-Oct 1978).

being counted in meeting these quotas in almost all career fields. (Legal restrictions in the Air Force and Navy and policy decisions in the Army still preclude women from combat related jobs.)¹¹ Often the hardest to fill jobs were those jobs which women were entering for the first time, and about which they had little knowledge of what to expect. Although this is no different from what we find with a male recruit, it is more prevalent with women entering masculine fields. They were also the same jobs that were considered to be masculine fields. This was particularly relevant in the maintenance field in the Air Force.

While many of the women favored entering the Services in the more traditional jobs, they found their options somewhat limited. Often, they were guaranteed immediate or relatively immediate acceptance if they chose one of the less appealing or less familiar fields. In talking to many of these young women, I have often found those electing to accept this 'guaranteed enlistment' rather than chance a period of delay for more traditional jobs were the ones most anxious to get away from home, who owed money, or who had other reasons which required immediate personal or financial security. (This has been true of male recruits also.)¹²

Women therefore entered the services as they do elsewhere with pre-existing problems, to work in alien career fields, in areas which were still facing the most resistance from men--and with little realism as to what to expect. However, the young people in the military face these new situations away from home, family, and friends, often in a foreign country.

¹¹US Code Section 6015 (Navy) and Section 8549 (Air Force).

¹²Cecile S. Landrum unpublished MFR, Jan, May and Oct 78 visits to Europe.

THE WORK ENVIRONMENT

Just as women experienced unrealistic job expectations, policy makers and operations people had no precedent as to the impact that working in those environments would have on the women. In many cases, some of the difficulties women faced were due directly to the fact that there has been no precedent as to environmental impact. An example of this would be the impact on women in field work where sanitation facilities are limited. Women in the Security Police field found that those in flight line guard duty experienced increased feminine hygiene problems that are avoidable in the future, now that the cause is known and a precedent exists.¹³

Once in these jobs, women, as well as men, wanting out would find themselves in situations where they could not get out, because, the jobs that they were not well suited for were the "hard to fill or critical" jobs in the Air Force. Whereas men have also found many of these jobs distasteful, they usually grinned and bore it. Much fewer numbers manifested behavior patterns which are less than palatable. Women, however, began to resort to unfavorable behavior patterns in order to get out of what they saw as impossible situations—in some cases they may have even resorted to pregnancy. Pregnancy certainly did not leave the black mark on the records that alcoholism or drug use did. Recent statistics indicate that women in non-traditional jobs have much higher attrition rates, absenteeism rates, and pregnancy and that all have increased among women in the non-traditional jobs.¹⁴ Some people in the field are beginning to express their feelings about women getting pregnant to get out of what they consider distasteful jobs.

¹³Cecile S. Landrum, Unpublished MFR, "Trip Report to Barksdale AFB, April 1978.

¹⁴Ibid and Trip Report to Europe, Jan and May 1978.

WHY ARE WOMEN IN UNIFORM

In reality, therefore, women electing to consider their service in the military a career add another component to the already complex challenge of balancing a career and family--that of the calling of the military institution--what does this all mean?

For the most part, young women are entering the enlisted ranks for reasons of security and job training. In talking to many of these young women throughout the world, many reflect very traditional values--they want to marry and have families. Therefore, they view their service time as just 'time' until they do meet their mates and start raising families. Very few 18 year olds, men or women, think beyond these goals and in terms of long range careers. Major Pat Murphy referred to this phenomenon in her recent article, "What's a Nice Girl Like You Doing in a Place Like This," by saying that "our society is still geared to a woman working only temporarily--until she gets married and has a family."¹⁵

However, the military woman unlike the civilian has made a commitment to serve for a specified period of time. Therefore, many of their changing personal goals are temporarily subordinate to their commitment to the military commission. Here lies another basic difference between service in the military and civilian employment even when the job skills appear to be the same.

Another group of women¹⁶ are entering the services for their own set of security requirements as men have also done. These are the young

¹⁵ Patricia Murphy, "What's a Nice Girl Like You Doing in a Place Like This"? Air University Review, Sep-Oct 1978.

¹⁶ The following sections for the most part reflect personal perceptions based on a series of trips the author has taken to Air Force and Army posts throughout the world. They have been reported in a series of unpublished reports based on these trips.

single mothers who join the services knowing that their dependents will be the beneficiaries of health care, basic subsistence allowances and commissary and BX/PX privileges.¹⁷ Prior to 1969, women in the military could not have dependent children--so the combination of the 1969 policy changes concerning women with dependent children and the 1973 law suit opened the door to women receiving benefits, established the environment for an entirely new population of military people which the personnel system had to deal with.¹⁸

MARRIAGE AND THE MILITARY WOMAN

For the most part, the young enlisted women, no matter what their reasoning for joining the service, are of the age and inclination to be married. They are so outnumbered by men, and they often are serving in foreign countries or at remote sites far away from their own friends and families, that the environment is conducive for making a match. Recent changes in military policies also make it attractive for military members to marry. Both service members draw basic allowances, normally at the single rate. If, however, they have children, then one is paid at the married rate and the other at the single rate. And all the services are making great efforts to assign married military spouses to the same bases or at bases within commuting distances. Often the married military spouses travel together; whereas a non-sponsored civilian spouse must travel at the personal expense of the couple. Until recently, this was particularly pertinent to the lower grade enlisted members. This

¹⁷In 1973, the Supreme Court ruled as unconstitutional the law giving family entitlements as housing allowances, commissary privileges and health benefits to married servicemen and not their female counterparts in the case known as *Frontiero vs Ricardson* (411 US 677: 1973).

¹⁸*Ibid.*

opportunity for joint assignments appears to be the basic tactic for some marriages being made for convenience. An example of a convenience marriage would occur when one person is assigned to one base and another to one less desirable; they therefore agree to team up and get married in order for the one to get to the base of his/her desire. Another example would be a marriage strictly for the convenience of getting out of the barracks without giving up allowances. The Charleston, SC paper recently carried an article where an E-3 stated that "he had never lived with his wife or consummated the marriage." He said that "he and his wife, also an E-3, agreed to marry so they could move out of the dormitories on base and collect their separate allowances for housing and food."¹⁹ While this could present some morale problems, identifying the basis for this is almost impossible and in the vast minority. Therefore removing benefits would unfairly take away entitlements to the majority.

Many young people have described their "business agreements" to me by stating in a very informal or non attributable environment that these marriages do exist.

Whether the women in the services marry for purely conventional reasons (being at the right age and having the greater advantage for meeting suitable mates due to their numbers), or if they marry for one of the less palatable reasons, the fact remains that the services are experiencing increasing numbers of inter and intra service marriages.

¹⁹"A Business Agreement," The News and Courier. Charleston, SC, December 11, 1978, and already cited trip reports.

This creates new logistical management and human problems for which there is no precedent or resolution. In addition, combat readiness of a unit could be seriously impaired by non-availability due to the conflict of family responsibilities, or if one spouse in a unit focuses on the safety or whereabouts of the other spouse in the unit rather than on their job requirements--particularly in a crisis situation.

I believe that one might basically say that the policy changes regarding the growing numbers of women, job opportunities, assignment locations, marriages, families, and entitlements have all occurred at such a fast pace--that there have been compounding impacts which have not been thought through. Most issues were examined separately and in vitro.

PREGNANCY AND THE NON-TRADITIONAL JOBS

Pregnancy, although a normal function, does place extra stresses on women in the non-traditional jobs, although most women remain healthy throughout their pregnancy. While most policy makers concerned with pregnant servicewomen focused in on the woman's ability to lift weights, environmental health factors such as fumes in paint shops or motor pools are much more critical to the pregnant woman in her pregnancy. As a woman's weight shifts, her balance and equilibrium becomes a critical factor, particularly if she is working on a system which requires balance such as an airplane. This shift in the body also causes fatigue, insomnia, and breathing difficulties.²⁰

²⁰ Guidelines on Pregnancy and Work. Chicago: The American College of Obstetrics and Gynecologists, 1977, pp. 20-21.

This of course means that pregnant women in non-traditional jobs cannot fully perform their duties for the longer periods of time, as they did in the more traditional roles. In addition, many pregnant women are relegated to easier tasks during their pregnancies for safety reasons while maintaining the non-traditional AFSC.²¹

Recently the Supreme Court upheld the right of an airline which had fired a pregnant stewardess based on safety factors.²²

The question that subsequently arises is how many pregnancies, combined with absenteeism, can a unit absorb without affecting the unit's mission readiness. This is a question that is being asked more and more in many quarters.

Although pregnancies, as part of the major issue of military families, occur among only about 7% of the women in the Armed Forces at any one time--and women in the military generally have small families--many jobs are constantly filled by a concentration of young women of childbearing age. This is reflective of the military personnel system. Therefore, jobs that experience the preponderance of eligible women may have much higher percentages of pregnancies at all times or any given time. And this is what creates the pregnancy absorption factor and readiness dilemma. Presently, the military can cope with the pregnancy rates; however, as the numbers of women increase, the problems associated with pregnancies being concentrated in specific work centers could be difficult to deal with.

²¹This situation does not allow for an honest assessment of the impact of pregnancy on the operational unit.

²²"Court Upholds Airlines Rules on Pregnancies," The Washington Post, March 20, 1978, p. A-3.

Therefore a young woman contemplating pregnancy, and subsequently the responsibilities of parenthood, particularly in the non-traditional fields must carefully examine her ability to assume the demands of military life--especially when her job requires full-time commitments--whether she is attending one of the academies or is serving in a job which requires more than normal field duty or time away from home.

FAMILY NEEDS AND MISSION REQUIREMENT CONFLICTS

A New Army Policy

Interestingly, it was not too long ago that pregnant women, or mothers of minor children, serving in the military were considered as detriments to national security. In *Struck vs Secretary of Defense*, a legitimate government claim of national defense was established for automatic discharge on these grounds.²³ Although this rule has been overturned, in December of 1978 the Army announced that starting in January 1979, service couples with dependent and single parents must demonstrate that their family responsibilities will not interfere with their military duties (except in some family emergencies). If this is not demonstrated, military members may be denied reenlistment or can be involuntarily separated.

Counseling of joint service spouses with dependents and sole parents has been a requirement of the Army since May 1978 for first termers, and under the new policy has been expanded to include all single enlisted personnel and joint spouses. The Army has gone as far as to say that

²³ *Struck vs Secretary of Defense*, 409 USC 1071; 1972.

they will not show favoritism to these service people by offering them headquarters jobs or by placing them in non-deployable units to the detriment of other soldiers.²⁴

The Army has clearly demonstrated its concern with the conflicts of mission requirements and family needs--by making such a strong policy regarding this issue. These numbers, which will be discussed, include far more males than females. Policies that were created as examples of equality for women have begun to pose such strains on a woman that many times a woman's ability to emerge as a leader begins to appear doubtful. This very complex issue tracks to the more basic requirements such as academy cadets remaining single and/or greater numbers of women entering the non-traditional and/or combat related career fields. We must be cognizant of the fact that a primary cause for attrition among females before completing their first term enlistment is pregnancy. Again, this concept of women entering the military to fill time until they obtain their primary goal of becoming mother and wife helps perpetuate the idea of women and jobs, not as careerists.²⁵

²⁴"Dependent Care Plan needed for Sole Parent, Couples", The Pentagon News, November 30, 1978, pp 1-2 and other related news articles.

²⁵Edna Hunter and Carol B. Million, "Women in a Changing Military", US Naval Proceedings, July 1977.

Joint Spouse and Single Parents

But many women want to be careerists, and therefore their pregnancies are the beginnings of a phase of their career that will add responsibilities to an already existing and demanding life style.²⁶ With the growing numbers of women in the military; with their major exposure to men being those in the military, particularly for those overseas or at remote sites, military women marry mainly military men. And as the numbers of women grow, the percentage of marriages between service members grows. The Air Force has about 17,000 such dual career families among officers and enlisted personnel.

Although a survey conducted by Colonel John Williams indicated that the vast majority of the couples were adamant about not having children, and therefore the problems of these couples would focus more on matching assignments and skill levels, I feel that these indications must be viewed cautiously. Since most of the couples interviewed were in their 20s, the women had not yet faced that period of their lives where these decisions become very final. Many of the women I have spoken to find themselves equivocating as they reach their 30s, because not having children then becomes very final.

²⁶ Much of the information in this section is from a presentation by Colonel John Williams, Jr., Department of Behavioral Science and Leadership, USAF, at the 42nd MORS, December 1978. The presentation was titled "Alternative Family Styles in the Military."

Therefore, it may be later in the woman's career that decisions about children and career conflicts become paramount. And the decisions made can easily impact on the aging and grading of women in the career ladder as well as the initiation of their facing the conflicts posed by their family responsibilities competing with the career and mission responsibilities.

The phenomenon of the single parent has been traditionally a female issue; therefore, this subject took on prominence when the policy related to rights of single mothers remaining in the military changed. The issue had growing importance to men as well, as a result of changes in society. Many women are opting to leave the children in the hands of the fathers as they pursue their own goals, and as it becomes more acceptable for women to give up the nurturing responsibilities. Therefore, thousands of single military fathers, in far greater numbers than single mothers, create concerns of childcare, especially during deployment exercises, shift/night work, and other regular but unusual conditions relating to the mission. In fact, there are over 3,538 male single heads of household and 1,107 female single heads of households in the Air Force with dependent children²⁷ and the Army is up to 11,000 male and 4,000 female sole parent soldiers,²⁸ while the Navy has over 17,000 with two thirds being male.²⁹ These include individuals who are widowed,

²⁷ Data provided by Department of Air Force, Military Personnel Center, November, 1977.

²⁸ "Volunteer Army Busy Babysitting," Atlanta Journal and Constitution, December 10, 1978, p. 6F.

²⁹ Presentation of Vice Admiral Watkins, Sep 77, at Military Family Research Conference, Families Studies Branch, Naval Health Research Center, San Diego, CA. These Navy figures probably reflect a different system of counting dependents than the Air Force and Army, which consider only those dependents living with parents.

single, divorced, under interlocutory decree, or whose marriages have been annulled. The children may be that of the parent or may be adopted.³⁰

THE IMPACT ON THE FAMILY

With these and other societal changes, such as an emerging role of the non military dependent husband, policy makers must begin to examine these phenomena carefully and plan accordingly, for there are no historical data that reflect these changes. Hamilton McCubbin, sociologist at the University of Minnesota, asks the following questions: "How will these changing situations affect military job assignments, family relocations, and extended separations? And will members of military families become less dependent on the system, more assertive of their personal and family needs, and less willing to subordinate their lives to the orders of the military establishment?"³¹ McCubbin clearly foresaw the problems of recruiting, socializing, and retaining high-quality military personnel in light of the changing roles of men and women.

Child Care

Included in this concern is the need to identify child care requirements and responsibilities. Again, since the need for child care for military members is relatively new, and has been predominately used by parents of very young children during the normal working day, future needs must be examined carefully.

³⁰ While the numbers of male single heads of households are greater than women--the percentages of female single heads of households are higher. This is reflective of the male/female ratios in the military. For example in American society 9 out of 10 one parent families are headed by females. In the Air Force, 8 out of 10 are headed by males.

³¹ Hamilton I. McCubbin and Martha A. Marsden, "The Military Family and the Changing Military Profession," paper presented at the Regional Meeting of the Inger University Seminar on Armed Forces and Society, Maxwell AFB, AL, October 1976.

As more and more women enter career fields which require mission availability at all times, as males join the single heads of households as joint spouse members have children, and as military members' civilian spouses seek careers of their own, day care must be analysed. Child care will require different facilities and personnel for children under the differing circumstances facing the military personnel: initial emergency needs requirements; needs for extended period of time for surges, exercises and TDYs, and in the event of a national emergency, a semi-permanent basis. Requirements are reflective of different circumstances. I have seen cases of one spouse or the sole parent not coming to work during an alert. In some cases, parents have brought their children to work during the alert. This is probably the worst time to have young children underfoot--especially where National Security is concerned.³² The services, aware of the potential problems in the event of emergencies, have established policies which clearly define the responsibilities to all involved in the event of contingencies.

Many parents with whom I spoke appear unaware of the need to really make different type of childcare arrangements. Many believe there will never be a war, while others state that if the war comes, they are going home with their children. The exercise environment allowed those with children ample time to make their arrangements, however, this luxury will not exist during a crisis.

³² Cecile S. Landrum, unpublished trip reports, Jan, May and Oct 78.

The kind of care we are addressing must be thought out and directed long before any of these situations occur--remembering that each situation will require different kinds of care.

In addition, as dependent children get older (particularly if women begin to stay in service longer, or enter service with dependent children) their requirements, particularly after school and during vacations are far more demanding than those of small children content to play in a day care center. Sports and other creative programs will become constructive necessities as after school activities for children of working parents, in order to avoid problems resulting from unsupervised time. Yet many of these services, which had been part of normal base life for all dependents, have been drastically cut back during periods of budget restraints. Often those services have been viewed as luxuries and not as necessities.

CONCLUSIONS

What does this all mean? From the outset, the Services must be able to set the guidelines in terms of the conflicts of mission responsibilities vs family responsibilities. At the same time, all men and women entering the services must consider their career potentials realistically. In light of the uniqueness of the military profession, those young women who have children, or plan to have children, as members of the military, must accept the realities of their careers. Many of the job fields these personnel are entering will require extensive TDY or immediate availability 24 hours a day whether they are flight nurses, load masters,

boon operators, engineers, pilots, navigators, bridge builders, cooks, or aboard ships. These facts must also be understood and accepted by those who can exert external pressures on the military.

Every individual must consider how he or she will divide their time between their military career and their family life. Therefore, for starters, each potential parent who plans to manage this life endeavor must fully understand and accept their total responsibilities and commitments.

And more than just child care is at stake. There comes a time in a woman's career when she will have to make personal judgments about managing a marriage to a military member, children, and a military career herself. Several of the women I have met expressed these feelings very succinctly with comments as--"I'll get out when I have children," "You can be single or married, but you can't be married to someone in the service and have children," "I'm doing great with my new baby, but not everyone can manage," and "I love the service as a single mother--I've worked out my child care after only a week here--even for the night shift-but the military is no place for mixing careers and family."³³

What is the future?

Women are in the Academies.

Women are pilots, navigators, missile crewmembers, and aboard ships

Women are carrying rifles.

Marriages will be acceptable as well as dual careers,

joint spouse parents and single parents.

³³ Author's unpublished trip report to Europe in May-June 1978.

Societal changes point to acceptance and change. In a tribute to Margaret Mead, Colman McCarthy refers to the fact that she was

"not being carried away, by what seemed to many women in 1968 as a new issue." Margaret Mead, she goes on to say, "...refused to encourage women to believe the cant that their victimization excused them from demands of intelligence and grace."³⁴

An all out conflict would require all military personnel--including both of the joint spouses and the single parents.

Therefore it is critical for all those entering the services to have a realistic concept of what their responsibilities will be. Edna Hunter reinforces this need for realism by stressing that

"female recruits have very little realistic information about the military system or military life in direct contrast to male recruits who have considerably more information about what it's like to be in the service. Thus, while men may not like the service, they are more likely to know what to expect, and what is expected of them; women, on the other hand, often do not."³⁵

It has been easier for women to opt out--and as a result we have aged and graded few female role models who have successfully managed military careers and family.

Both those in the military, and those who are entering the military must come into the 21st century with mutual acceptance of those responsibilities and mutual effort in looking for and working the solutions with "intelligence and grace." And, with the realization that family and mission are competing for a members's time and commitment, must come policy considerations that will alleviate the ensuing stress and forces on an available force that is mission ready.

³⁴Colman McCarthy, "The Feminism of Margaret Mead," Washington Post, November 1978.

³⁵Edna Hunter and Carol B. Million, "Women in a Changing Military", p. 56.